

Central Washington University ScholarWorks@CWU

CWU Board of Trustees Meeting Minutes

University Archives and Special Collections

7-29-2016

July 27-29, 2016- Board of Trustees Meeting Minutes, Regular and Special Meetings

Central Washington University Central Washington University
true

Follow this and additional works at: https://digitalcommons.cwu.edu/bot_minutes

Recommended Citation

Central Washington University, Central Washington University, "July 27-29, 2016- Board of Trustees Meeting Minutes, Regular and Special Meetings" (2016). *CWU Board of Trustees Meeting Minutes*. 619.
https://digitalcommons.cwu.edu/bot_minutes/619

This Book is brought to you for free and open access by the University Archives and Special Collections at ScholarWorks@CWU. It has been accepted for inclusion in CWU Board of Trustees Meeting Minutes by an authorized administrator of ScholarWorks@CWU. For more information, please contact scholarworks@cwu.edu.



BOARD OF TRUSTEES

CENTRAL WASHINGTON UNIVERSITY

**Board of Trustees Minutes
Annual Board Planning Retreat
July 27-29, 2016**

Approved October 21, 2016

July 27, 2016

Trustees, cabinet members, assistant attorney general and spouses attended a social dinner at Smokey's BBQ in Cle Elum, WA from 6:00-8:00 p.m. No business was conducted.

July 28, 2016

Suncadia Resort, Cle Elum, WA

Executive Session

Present:

Keith Thompson, Chair
Erin Black
Dan Dixon
Ron Erickson, Vice Chair
Glenn Johnson
Linda Schactler, Chief of Staff
Alan Smith, Assistant Attorney General

An executive session was held for the purpose of reviewing the performance of a public employee under RCW 42.30.110 (1)(g). The meeting was convened at 8:00 a.m. and adjourned at 9:00 a.m.

Regular Business Meeting

The regularly scheduled business meeting was called to order at 9:06 a.m.

Present:

Keith Thompson, Chair
Erin Black
Dan Dixon
Ron Erickson, Vice Chair
Glenn Johnson
James L. Gaudino, President
Linda Schactler, Chief of Staff
Katherine Frank, Provost/Vice President for Academic and Student Life
Joel Klucking, CFO/Vice President for Business and Financial Affairs
Sharon O'Hare, Vice President for Enrollment Management
Gene Shoda, COO/Vice President for Operations

Alan Smith, Assistant Attorney General
Kim Dawson, Executive Assistant to the President and Board of Trustees
Sarah Scott, Administrative Operations Coordinator

Absent:

Chris Liu
Joey Knight

Others Present:

Charlene Andrews, Faculty Relations Coordinator
Kevin Archer, Dean, School of Graduates Studies & Research
Paul Ballard, Dean, College of Educations & Professional Studies
Eric Cheney, Chair, Sociology & Gen Ed Re-Design Team
Delores (Kandee) Cleary, Vice President for Diversity & Inclusivity
Anne Cubilie, Associate Provost, Faculty Affairs & Extended Learning
Patricia Cutright, Dean of the Library
Tim Englund, Dean, College of the Sciences
Dennis Francois, Director of Athletics
Mark Johnson, President, CWU Alumni Association
Bernadette Jungblut, Associate Provost, Accreditation, Academic Planning & Assessment
Dominic Klyve, Interim Director, Douglas Honors College
Kathryn Martell, Dean, College of Business
Jessica Murillo-Rosales, CWU Student/WSAC Representative
Adrian Naranjo, Director, Student Financial Services
Dan Nicklaus, President Elect, CWU Alumni Association
Nina Oman, Executive Director of Institutional Effectiveness
Ann Radwan, Executive Director, International Studies & Programs
Sathy Rajendran, Faculty Senate Chair
Stacey Robertson, Dean, College of Arts & Humanities
Staci Sleigh-Layman, Executive Director, Human Resources
Pat Stanton, Controller, Accounting & Financial Services
Sarah Swager, Dean, Student Success
Scott Wade, Vice President for University Advancement
Bill Yarwood, Director of Facilities Architecture & Engineering

Susan Musselman, Director, PFM Financial Advisors LLC
Hugh Spitzer, Attorney, Foster Pepper PLLC
Mark Greenough, Attorney, Foster Pepper PLLC

Changes to the Agenda

Chair Thompson announced that due to a lack of a quorum for tomorrow's business meeting, action items will be moved up to today. He called for a motion to change the agenda.

Motion 16-20: Mr. Johnson presented a motion to revise the agenda to discuss tomorrow's action items at today's meeting. Dan Dixon seconded the motion. Motion approved.

Action – Approval of the Agenda

Motion 16-21: A motion that the Board of Trustees of Central Washington University hereby approves the revised agenda of the meeting of July 28, 2016 was presented by Mr. Johnson and seconded by Mr. Dixon. Motion approved.

Action – Approval of Contract for President James L. Gaudino

Chair Thompson explained that each July the board reviews the performance of the president. He said employing the president is one of the board's primary responsibilities. No other function of the university can be successful in the long term without the strong leadership of a president. Mr. Thompson noted that President Gaudino has demonstrated both the critical nature of the position and remarkable success over the past year—as well as in every year since his appointment in 2009.

A few of the accomplishments that have stood out to trustees include:

- During the Great Recession avoided mass layoffs and actually increased financial stability
- Modernization of business processes
- Enhanced shared governance
- Intense focus on creating a welcoming and inclusive campus climate
- Adoption of long-term budgeting
- State investment of nearly a quarter billion dollars in capital improvements
- Overhaul of campus technology systems and data management
- Implementation of RCM – modernization of budget and management processes
- Modernization of enrollment recruitment - CWU is now the fastest growing institution in the state

Mr. Thompson said that these are extraordinary achievements under normal circumstances; Jim put together a strong team he needed to complete these objectives in some of the most trying times of the history of this university. He said, "To say the board is pleased with Jim's performance in office would be a vast understatement. Jim has met and exceeded our expectations."

Mr. Thompson noted that, in spite of this record, Jim's base salary has not increased except for a 2-percent and a 3-percent cost-of-living increase that all exempt employees earned since 2009. Meantime, every public baccalaureate in the state has hired new branch campus chancellors and new university presidents. With each new hire base salaries increased--and left Jim further behind his peers. Today, each earns a base salary that is greater than Jim's.

Mr. Thompson asked the board to consider a new contract for President Gaudino that, effective August 1, 2016:

- Extends President Gaudino's appointment through July 31, 2021
- Increases the president's base annual salary to \$375,000
- Upon completion of an additional year of service after July 31, 2016, provides the president a cash payment of \$25,000 in year one, \$50,000 in year two; \$75,000 in year three; \$100,000 in year four, and \$125,000 in year five.
- Increases transportation reimbursement to \$1500 per month.
- Provides, at the president's election, for one final-year of service in the capacity of "President Emeritus" at the President's then-applicable base salary.

Motion 16-22: A motion that the Board of Trustees of Central Washington University hereby approves a new contract for President James L. Gaudino, effective August 1, 2016, was presented by Ron Erickson and seconded by Glenn Johnson. Motion unanimously approved.

Information – Board Communications

Chair Thompson reported that the board received one communication since their last meeting. David Gee, Professor and Program Director in Food Science and Nutrition, wrote to Trustee Black regarding a proposal for a Center for Culinary Medicine.

Action – Approval of the Minutes of the Regular Meetings of May 19-20, 2016

Motion 16-23: Mr. Dixon moved that the Board of Trustees of Central Washington University approve the minutes of the regular meetings of May 19-20, 2016, which was seconded by Mr. Johnson. Motion approved.

Information – Board Elections & Committees

Central Washington University Policy 1-60-070, states that the Board of Trustees shall elect the chair and vice chair annually at the Board's summer meeting. The chair and vice chair hold their positions for one year or until their successors are elected. In the event of an interim vacancy in the office of the chair or vice chair, successors may be elected to hold office for the unexpired term.

Central Washington University Policy 1-60-040 states that special committees may be appointed by the chair of the Board, provided that no special committee acts for more than one year from the date of appointment, without reauthorization. Membership on committees shall be for a one-year term and shall be by the appointment of the chair.

Trustees unanimously elected Keith Thompson as Chair of the Board of Trustees, and Ron Erickson as the Vice Chair of the Board of Trustees.

Committee assignments for 2016-2017 are as follows:

- Academic and Student Life: Ron Erickson, Erin Black and Joey Knight
- Business and Financial Affairs: Glenn Johnson and Keith Thompson
- Operations: Dan Dixon and Chris Liu

Action – Approval of 2016-2017 Board Meeting Schedule

Central Washington University Policy 1-10-030 states that the Board shall hold a regular meeting at least once each calendar quarter and may establish a schedule of regular meetings. The proposed schedule for the coming year identifies five, two-day meetings. For each meeting the Board will hold a work session in the afternoon and social dinner in the evening of the first day, and a business meeting the morning of the following day. Proposed meeting dates for 2016-2017 follow:

- October 20 & 21, 2016
- January 26 & 27, 2017
- March 30 & 31, 2017
- May 18 & 19, 2017
- July 20 & 21, 2017

Motion 16-24: Mr. Johnson moved that the Board of Trustees of Central Washington University hereby adopts the 2016-2017 meeting schedule as proposed, which was seconded by Mr. Dixon. Motion approved.

Public Comment

Chair Thompson noted that no one signed up for public comment.

Information – President’s Report: Strategic Priorities

President Gaudino discussed strategic priorities that have emerged out of the strategic planning process. In summary, the president’s comments include the following:

“The university has achieved much over the past six years, adapting to new state budget realities, increasing enrollment and improving retention. We've strengthened our academic and student life programs, and improved governance and decision-making systems. There has been remarkable progress in the modernization of information, budget and data systems.

Having greatly improved the foundation upon which we conduct our teaching and learning, this year we have set new mission-critical goals, several of which will be discussed in the President's Report, and throughout the board's two-day meeting. These include:

- Full implementation of activity-based budgeting and responsibility-center management
- Development of aspirational operating and capital budgets
- A comprehensive review of what a baccalaureate degree from CWU should represent
- A comprehensive review of general education curriculum
- The development of the Honors College and its full integration into the life of the university
- Actualizing inclusiveness as a core value and reflecting it in all activities of the university.”

Information – Budget Update

Vice President Klucking provided the group with an update on the university’s financial performance during FY 2016. There were no major deviations from budget plans, with every division underspending its budget. “System” (auxiliaries) operating revenues were greater than expected. CWU will run the RCM budgets parallel with the old-fashioned incremental budgets this year; RCM will be fully implemented next July 1. On a final note, Moody’s recently reaffirmed our A-1 bond rating status.

Mr. Klucking briefed the board on RCW 28B.15.067, which provides that, beginning with the 2017-18 academic year, full-time tuition operating fees for resident undergraduates may increase by no more than the average annual percentage growth rate in the median hourly wage for Washington for the previous fourteen years as the wage is determined by the federal bureau of labor statistics. Staff will begin advising students and other stakeholders of this policy change and bring a proposed tuition increase to the board in October.

Action – Approval of Bond Resolution 16-06

In an effort to reduce total bond-interest expenses, the university intends to refinance the 2008 System bonds, which were originally used to fund the construction of the Wendell Hill residence hall. The proposed Series Resolution provides for the terms of this specific issue of Refunding Bonds, other than the final maturity amounts and interest rates, discussed below. The Series Resolution approves the competitive sale of the bonds.

It also authorizes the purchase of certain obligations out of the proceeds of the bond sale and the application of the money from those investments to the May 1, 2018 redemption of the outstanding 2008 Bonds.

The Series Resolution also authorizes the execution of an agreement with U.S. Bank National Association, as refunding trustee, and formally provides for the call, payment, and redemption of the outstanding 2008 Bonds.

Motion 16-25: Mr. Johnson moved that the Board of Trustees of Central Washington University adopt the Series Resolution 16-06 as presented, which was seconded by Mr. Erickson. Motion approved.

Action – Approval of Fiscal Year 2017 Budget:

Central Washington University's anticipated revenue for FY 2017, including all funding sources, will be approximately \$334 million. Total university expenses are anticipated to be \$327 million, reflecting the favorable impact of growing enrollment, cost-control initiatives, and strategic investments in our core functions.

Operating budgets have been developed using a driver-based methodology informed by history on rates, projected headcounts and FTE, and expected margins. Undergraduate enrollment is the main driver. The increase is attributable to many factors, including strategic investments in recruiting, marketing and a continued focus on improving retention.

The FY17 revenue and expense budgets are summarized as follows (*in 000's*):

Fund Group	FY 2017 Budget (in 000's)		
	Resources	Expenses	Net
State General	117,628	117,175	453
Local	26,276	25,130	1,146
Student Activities	13,157	12,703	454
Enterprise	47,172	42,127	5,046
Grants & Contracts	48,800	48,800	0
Capital Projects	70,016	70,016	0
Internal Service	6,383	6,383	(0)
Trust, Agency, and Loan	4,800	4,800	0
Total CWU	334,232	327,134	7,099

Motion 16-26: Mr. Johnson moved that the Board of Trustees of Central Washington University hereby approves the proposed budget for Fiscal Year 2017 as presented, which was seconded by Mr. Erickson. Motion Approved.

Action – Supplemental Increase to Services and Activities (S&A) Fees Base Budget for Fiscal Year 2015-2016 and Fiscal Year 2016-2017

On June 7, 2013 the Board of Trustees approved the 2014-2017 base budget for Services and Activities (S&A) Fees. That budget did not anticipate or include funding for increased expenses associated with compensation increases for exempt and classified staff in July 2015 and again in July 2016.

The compensation increases for staff funded by the S&A fee in fiscal year 2016 totaled \$48,442.75, and \$48,782.51 for fiscal year 2017.

An increase in the S&A budget requires approval of both the S&A Committee and the Board of Trustees, if the amount of increase exceeds \$25,000. The S&A Committee has approved increases related to both FY16 and FY17 in the amounts noted below.

Motion 16-27: Mr. Johnson moved that the Board of Trustees of Central Washington University hereby approves an increase of \$48,442.75 to the services and activities fees base budget for fiscal year 2016 and, for fiscal year 2017, an increase of \$48,782.51, which was seconded by Mr. Erickson. Motion Approved.

Meeting adjourned for lunch at 12:00 PM.

Business meeting resumed at 1:30 PM

Prior to resuming with the remainder of the agenda, Chair Thompson asked if he could go back to Vice President Klucking's financial update. He asked what was planned for the \$14M 148 funds. Vice President Klucking explained that these are complex funds. They are used to help athletics and other areas, as well as to supplement the academic side of the house. A discussion about these funds needs to occur. They are owned by many different areas, some of which feel strong ownership of the funds. Provost Frank added that she is meeting with the deans next week to talk about 148 funds and plan for reinvestment for strategic areas.

Action – Approval of New Degree, Bachelor of Science in Applied Mathematics

The Bachelor of Science in Applied Mathematics provides students the opportunity to develop proficiency in the applications of advanced mathematics, in particular mathematical modeling and computation. Students will take a senior sequence of applied mathematics courses and also approved electives from Biology, Chemistry, Computer Science, Economics, Engineering, Finance, Geological Science, Mathematics, or Physics.

This degree program is designed for students interested in the applications of mathematics to other STEM disciplines. As such, this degree prepares students for employment in STEM fields and graduate programs in applied mathematics and/or other STEM disciplines.

The Faculty Senate approved this new degree program on May 4, 2016 (Motion No. 15-49).

Motion 16-28: Mr. Erickson moved that the Board of Trustees of Central Washington University endorses the recommendation of the Faculty Senate and approves the Bachelor of Science in Applied Mathematics, which was seconded by Mr. Dixon. Motion Approved.

Action – Approval of New Degree, Bachelor of Arts in Non-Profit Organization Management

The BA in Non-Profit Organization Management provides students with an in-depth understanding of, and preparation for, careers in the non-profit sector. The curriculum is aligned with the 10 core competencies of the [Non-Profit Leadership Alliance](#), a leading organization of non-profit education programs nationally. The competency areas include:

1. Communication, Marketing, and Public Relations;

2. Cultural Competency and Diversity;
3. Financial Resource Development and Management;
4. Foundations and Management of the Non-Profit Sector;
5. Governance, Leadership, and Advocacy;
6. Legal and Ethical Decision Making;
7. Personal and Professional Development;
8. Program Development;
9. Volunteer and Human Resource Management; and
10. The Future of the Non-Profit Sector.

Administered by the College of Arts and Humanities, the BA in Non-Profit Organization Management is an interdisciplinary program that provides students opportunities to take courses from, and engage in cooperative education/internships in, the College of Arts and Humanities, the College of Business, the College of the Sciences, and the College of Education and Professional Studies.

The Faculty Senate approved this new degree program on June 1, 2016 (Motion No. 15-56).

Motion 16-29: Mr. Erickson moved that the Board of Trustees of Central Washington University endorses the recommendation of the Faculty Senate and approves the Bachelor of Arts in Non-Profit Organization Management, which was seconded by Mr. Dixon. Motion Approved.

Action – Approval of New Degree, Master of Arts in English: Online Professional and Creative Writing

The MA English: Online Professional and Creative Writing provides students the opportunity to develop writing skills in a variety of genres: fiction, creative non-fiction, and poetry, advanced technical writing, rhetoric and persuasive writing, and research writing. Key components of this program include faculty mentorship that meets a wide range of students' needs, and a rigorous, thesis-level capstone writing experience.

This program exposes students to multiple writing genres, while affording students the flexibility to focus on the particular genre (or combination of genres) most relevant to their educational, personal, and professional/career goals and needs. The goals include continued graduate-level study, the development and honing of one's writing for personal pleasure and/or publication, and advancement in the workplace.

The Faculty Senate approved this new degree program on June 1, 2016 (Motion No. 15-58).

Motion 16-30: Mr. Erickson moved that the Board of Trustees of Central Washington University endorses the recommendation of the Faculty Senate and approves the Master of Arts English: Online Professional and Creative Writing, which was seconded by Mr. Dixon. Motion Approved.

Action – Approval of New Degree, Master of Science in Family and Child Life

The MS Family and Child Life provides students the opportunity to obtain the education necessary to become certified child life specialists (CCLS) and pursue careers with social service agencies and children's hospitals and/or pursue a doctoral degree. Child life specialists are child development experts who help children and families cope during hospitalization. They promote coping through play, self-expression activities, and medical preparation. This program is interdisciplinary in nature with a focus on the study of interpersonal and family relationships, community engagement, research, and practical application.

By 2021, the [Child Life Council](#), the accrediting body for child life programs, will no longer certify child life specialists without a master's level degree in child life studies. At present, there are no child life education programs in the Pacific Northwest. As such, the onboarding of this degree program will fill a significant gap in the region's workforce needs – for example, at the eight children's hospitals in Oregon and Washington that hire CCLS.

The Faculty Senate approved this new degree program on June 1, 2016 (Motion No. 15-60).

Motion 16-31: Mr. Erickson moved that the Board of Trustees of Central Washington University endorses the recommendation of the Faculty Senate and approves the Master of Science in Family and Child Life, which was seconded by Mr. Dixon. Motion Approved.

Information – NWCCU Accreditation Update

Provost Frank gave an update on accreditation. She reminded the group that accreditation is an opportunity. It keeps us on track and helps us improve.

The Northwest Commission on Colleges and Universities (NWCCU) is the regional accreditor for CWU. To maintain eligibility for federal higher education funding, CWU is required to conduct periodic, institution-wide self-evaluations based on the following NWCCU criteria: Mission and Core Themes, Resources and Capacity, Planning and Implementation, Effectiveness and Improvement, and Mission Fulfillment, Adaptation, and Sustainability.

In fall 2009, NWCCU conducted a Comprehensive Evaluation of CWU based on an institution-wide self-study and an external review team site visit. In January 2010, CWU was notified of reaffirmation of accreditation, which subsequent reviews affirmed again in February 2012 and February 2015. CWU is now preparing for a site visit in 2018, the final review in the NWCCU's comprehensive review cycle. Preparation for the visit entails preparing a self study that articulates how CWU is accomplishing its mission. Concurrent with the work on accreditation over the next 12 months, the president has directed a review of the baccalaureate experience and of the general education curriculum.

Information – Baccalaureate Work Session

In March 2016, President Gaudino directed the provost to launch a process for defining the value and distinction of a baccalaureate degree from Central Washington University.

The process, to be completed by July 2017, would consider what it means to earn a baccalaureate degree at CWU and how are students fundamentally different after their CWU experiences. It would answer the question, "Why should students pursue their education at Central rather than at other universities? "

Concurrent with this review of the baccalaureate, the president directed the provost to coordinate faculty development of strategies to strengthen the general education curriculum. The year-long review will ensure Central's general education curriculum serves the needs of today's undergraduates and prepares them for post-baccalaureate success. The president asked that faculty, by July 2017, create a high-value, distinctive CWU general education experience through campus-wide input and commitment.

Trustees, university leaders, and representatives of the CWU Foundation and the CWU Alumni boards discussed the baccalaureate challenge at length.

Meeting adjourned at 4:30 PM

July 29, 2016

Suncadia Resort, Cle Elum, WA

Executive Session

Present:

Keith Thompson, Chair
Erin Black
Ron Erickson, Vice Chair
Glenn Johnson
James Gaudino, President
Linda Schactler, Chief of Staff
Katherine Frank, Provost/Vice President for Academic and Student Life
Joel Klucking, Vice President for Business and Financial Affairs
Sharon O'Hare, Vice President for Enrollment Management
Gene Shoda, Vice President for Operations
Alan Smith, Assistant Attorney General

Chair Thompson called the executive session meeting to order and immediately adjourned due to the absence of a quorum. An executive session was not conducted.

Business Meeting

The regularly scheduled business meeting was called to order at 9:30 a.m. for two information items.

Present:

Keith Thompson, Chair
Erin Black
Ron Erickson, Vice Chair
Glenn Johnson
James Gaudino, President
Linda Schactler, Chief of Staff
Katherine Frank, Provost/Vice President for Academic and Student Life
Joel Klucking, Vice President for Business and Financial Affairs
Sharon O'Hare, Vice President for Enrollment Management
Gene Shoda, Vice President for Operations
Alan Smith, Assistant Attorney General
Kim Dawson, Executive Assistant to the President/BOT
Sarah Scott, Administrative Operations Coordinator

Others Present:

Sarah Swager, Dean, Student Success
Bill Yarwood, Director of Facilities Architecture & Engineering

Information – Enrollment Management and Strategic Planning

Vice President O'Hare explained that she has been tasked with leading the campus in the creation, execution, and on-going assessment of a strategic enrollment management (SEM) plan. The plan identifies key performance indicators for recruitment and retention, whose accomplishment is necessary to meet the stated goals and objectives of the SEM plan. Enrollment Management also includes the Admissions, Student Financial Services, and EM Communication offices.

Vice President O'Hare provided the board with projections for new student enrollment for Fall 16; a status update on the progress of the Enrollment & Revenue Management System optimization project; and a partial list of EM priorities for the coming year.

Information – Campus Master Plan Update

Vice President Shoda provided a follow-up to the facilities presentation in March. Since that meeting, the Operations Division has engaged consultants to provide additional information regarding non-state funded initiatives that will be added to the Campus Master Plan.

An RFP was executed in March and awarded to Johnson Consulting, which has partnered with SCION. These consulting companies will be providing feasibility and economic impact information on a number of select projects. The project launched on July 11, and is scheduled to end in October of this year. Project deliverables will describe opportunities and risks associated with non-state-funded capital projects.

The areas of assessment and evaluation for this engagement include the following:

- Convocation Center
- Faculty/Staff Housing
- Improved Athletic Facilities
- Land Usage
- Student Housing
- Student Union & Recreation Center Expansion
- University Gateway

Stakeholder interviews and focus group discussions are part of the data-gathering process. Stakeholders include members of CWU administration, student groups and staff in the areas of admissions, enrollment management, athletics, housing and residence life, dining, facilities and capital planning. Project research will include interviews with the Ellensburg Downtown Association, Ellensburg City Council, Kittitas County Council, and Kittitas County Chamber of Commerce.

The discussion ended at 11:15 AM.



Linda Schactler, Secretary to the
Board of Trustees
Central Washington University



Keith Thompson, Chair
Board of Trustees
Central Washington University